

REGIONAL COUNCIL

AGENDA

PAGE #

TIME

November 7, 2002

- 1.0 **CALL TO ORDER & PLEDGE OF ALLEGIANCE** Councilmember
Bernson, President
- 2.0 **PUBLIC COMMENT PERIOD** – Members of the public desiring to speak on items on the agenda, or items not on the agenda, but within the purview of the Council, must fill out and present a speaker's card to the Exec. Assistant prior to speaking. A speaker's card must be turned in before the meeting is called to order. Comments will be limited to three minutes. The President may limit the total time for all comments to twenty minutes.
- 3.0 **CONSENT CALENDAR**
- 3.1 **Approval Items**
- 3.1.1 **Approve Minutes of Oct 3, 2002 Attachment** 01
- 3.1.2 **Subregional Contracts Attachment**
- D B Consulting 13
- 3.1.3 **CALCOG 2003 Action Plan Attachment** 15
- Each Year CALCOG adopts an action plan to guide its policy and advocacy efforts. Prior to adoption a draft version of the plan is circulated to all CALCOG members for review and comment.
- 3.1.4 **Budget Request for Association of Metropolitan Planning Organization (AMPO) Attachment** 31
- Recommended Action:** Authorize a General Fund expenditure of \$3191.76 for Fiscal Year 2002/03.
- 3.2 **Receive & File**
- 3.2.1 **SCAG Legislative Matrix 2001-2002 Session Attachment** 33

REGIONAL COUNCIL

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Receive & File

- 3.2.2 Contracts & Purchase Orders \$5,000 - \$25,000 (Info Only) Attachment 40

Purchase Orders

- Aquent
- Boise Cascade Office Products
- Hyatt Newporter
- Pace Lithography
- UCLA Extension Public Policy

- 3.2.3 Conflict of Interest Listing (Info Only) Attachment 44

3.3 PRESIDENT'S REPORT

- 3.3.1 Update on Southwest Compact Conference

- 3.3.2 Discussion re: January 2, 2003 Meeting

- 3.3.3 Appointments - Subregional Representative to Policy Committee

- Hon. Efren Moreno, Alhambra representing San Gabriel Valley COG to CEHD

3.4 EXECUTIVE DIRECTOR'S REPORT

4.0 ACTION ITEMS

- 4.1 Administration Committee Report

Supervisor Jon Mikels, Chair

- 4.1.1 Proposed 2002-2003 Communication Strategy Attachment 46

Recommended Action: Approve Communications Task Force recommendation

REGIONAL COUNCIL

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<u>Administration Committee – Cont’d</u>		
4.1.2 <u>Approval of Contract – Attachment</u>	57	
Recommended Action: Authorize execution of contract with LA County Community and Sr. Services Department for implementation of Transportation Information Project.		
4.1.3 <u>Identification of Local Recipients of the FTA Section 5307 Funds Attachment</u>	59	
Recommended Action: Approve designation		
4.2 <u>Strategic Planning Committee Report</u>		Supervisor Judy Mikels, Chair
4.2.1 <u>Proposed New Strategic Plan for SCAG Attachment</u>	61	
Recommended Action Approve Committee’s recommendation		
4.3 <u>Transportation & Communications Committee (TCC) Report</u>		Mayor Roberts Chair
4.4 <u>Community, Economic & Human Human Development (CEHD)</u>		Mayor Alexander Chair
4.4.1 <u>Status of Funding for State Mandated Regional Housing Needs Assessment Program in FY 2002-2003 Attachment</u>	82	
Recommended Action: Approve Committee recommendation		
4.5 <u>Communications Committee Report</u>		Councilmember Proo, Chair

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5.0 INFORMATION ITEMS

5.1 Monthly Financial Report Attachment

Bert Becker
Chief Financial Officer

85

The CFO provides a report which reflects Financial status and cash flow, General Fund Expenditure status and, on a quarterly basis a report on membership dues.

6.0 COMMENT PERIOD

Any Regional Council member or staff desiring to comment on items not covered on the agenda may do so at this time. Comments should be limited to three minutes.

7.0 LEGAL COUNSEL REPORT

7.1 Closed Session

- Pursuant to California Government Code Section §54957 Personnel
- Pursuant to California Government Code Section §54956.9(a) SCAG v. HCD & BT&H
- Pursuant to California Government Code Section §54956.9(a) El Toro Reuse Planning Authority v. SCAG

8.0 ADJOURNMENT

The next meeting is scheduled for Thursday December 5, 2002 at the Ontario Convention Center.

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NO. 435

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

October 3, 2002

MINUTES

THE FOLLOWING MINUTES ARE A SUMMARY OF ACTIONS TAKEN BY THE REGIONAL COUNCIL. AUDIO CASSETTE TAPE OF THE ACTUAL MEETING IS AVAILABLE FOR LISTENING IN SCAG'S OFFICE.

The Regional Council of the Southern California Association of Governments held its meeting at the Long Beach Convention Center in the city of Long Beach. The meeting was called to order by President Hal Bernson, City of Los Angeles. There was a quorum.

1.0 CALL TO ORDER & PLEDGE OF ALLEGIANCE

Led by Councilmember Sid Tyler, City of Pasadena.

2.0 PUBLIC COMMENT PERIOD

There were no comments to present at this time.

3.0 CONSENT CALENDAR

Item 3.1.10 was pulled for discussion. The remaining consent calendar items were MOVED, SECONDED and UNANIMOUSLY APPROVED.

3.1 Approval Items

3.1.1 Approve Minutes of Sept 5, 2002

3.1.2 Contracts

- Bonnie Bensimon
- Glendale TMA
- Kaku Associates
- Redfern & Associates
- Warner Center TMO

Graphics & Printing Services

- Aquent
- Murphy Printing

Consent Calendar Items – Cont'd

- 3.1.3 Approve Ex-officio Member on Policy Committee
- 3.1.4 Approve Proposed Meeting Schedule for 2002-2003
- 3.1.5 Approve Submittal of Proposal for National Science Foundation Grant of \$1,000,000
- 3.1.6 Authorize expenditure of \$33,030 to pay CALCOG Membership Dues
- 3.1.7 Approve Submittal of Proposal for TRB-NCHRP Grant for \$300,000
- 3.1.8 Approve Grant Application FY 2003-2004 State Planning & Research Funds
- 3.1.9 Approval Renewal of Public Officials & Employment Practices Insurance

Questions were raised due to the tremendous increased amount of the insurance as well as a concern as to whether staff had aggressively pursued other insurers.

Bert Becker, CFO, stated that staff is currently pursuing other insurers and could if necessary cancel the policy at any time without penalties .

Mr. Becker noted that he would have the insurance Broker look into what kind of insurance coverage that Regional Council members may have at their local city councils.

Receive & File

- 3.2.1 SCAG Legislative Matrix 2001-2002 Session
- 3.2.2 Contracts/Purchase Orders \$5,000 - \$25,000 (Info Only)

Purchase Orders

- Aquent
- Employment Development Dept.
- Environmental System Research
- G.R. Huttner Lithography
- Intaglio

- Promotional Source (Rideshare Week Key chains)
- Promotional Source (Rideshare Week T-shirt)
- Pace Lithographers

3.2.3 Conflict of Interest Listing

3.2.4 Regional Council Subcommittees & Task Force Preference

Items Pulled

3.1.10 Approve Maglev Demonstration Trip to Germany

Hasan Ikrata, Acting Director, Planning and Policy, stated that the trip to Germany will be funded from FRA grant money for 20 elected officials. The trip will provide elected officials and others a first-hand look at an operating Maglev demonstration.

President Bernson raised concerns regarding State law and legal implications of elected officials traveling on this type of trip. He stated that trip should be subject to legal counsel review, if approved.

Councilmember Rosenthal, Claremont, wanted to know if this group is the same individuals that traveled last year. She felt the visit wouldn't provide any new information because the tour is at the same test site as the previous trip.

She made a motion to oppose the expenditure of the trip. The motion was seconded. There were 18 AYES and 17 NOES. The motion was PASSED opposing expenditures for the trip.

3.3 PRESIDENT'S REPORT

3.3.1 Update on Regional Transportation Forum

President Bernson, stated that on September 9th 2002, SCAG and Congresswoman Juanita Millender-McDonald hosted a regional transportation forum for U.S. Secretary of Transportation Norman Y. Mineta and Southern California's transportation leaders. The goal of the forum was to initiate a dialogue between the Bush Administration and Congress with regard to the region's goals and priorities for TEA-3.

3.3.2 Appointments - **Aviation Task Force**

Hon. Jim Bagley, Twentynine Palms
Hon. Cathryn DeYoung, Laguna Niguel
Hon. Richard Dixon, Lake Forest
Hon. Mike Gordon, El Segundo
Hon. Hank Kuiper, County of Imperial
Hon. Pam O'Connor, Santa Monica
Hon. Bea Proo, Pico Rivera
Hon. Joyce Streater, Pasadena
Anastasia Albanese-O'Neill, Southwest Airlines
Terry Barrie, Caltrans Aeronautics
Rick Bishop, WRCOG
Herman Bliss, FAA
James De La Loza, LACMTA
Barry Griffith, Palm Springs International Airport
Chris Kunze, Long Beach Airport
Jack Kyser, Los Angeles Economic Development Corp.
Alan Murphy, John Wayne Airport
Bruce Nestande, Los Angeles Business Advisors
Rod Propst, Aviation Technical Advisory Committee, Chair
Joe Richardson, UPS Airport Properties
Phil Rizzo, March Inland Port
Robert Rodine, Valley Industry and Commerce Association
Michael Schumacher, County of Orange
Scott Smith, Ventura County Dept. of Airports
Peter Soderquist, Southern California Logistics Airport

It was MOVED, SECONDED and UNANIMOUSLY
APPROVED to approve the appointments to the Aviation Task
Force.

Regional Council Members to Policy Committees

Hon. Judy Dunlap, Inglewood, to the TCC
Hon. Charles White, Moreno Valley, transfer from TCC to CEHD

It was MOVED, SECONDED and UNANIMOUSLY
APPROVED to approve the appointments.

3.4 EXECUTIVE DIRECTOR'S REPORT

Mark Pisano stated that the Executive Committee directed staff to email his report to the Regional Council by the close of business on Monday prior to the Regional Council meeting. This task was completed on Monday, September 30, 2002. Mr. Pisano did not make a presentation on the items within his report. However he stated that Regional Council members could contact him if there were any questions or concerns.

4.0 ACTION ITEMS

4.1 Administration Committee Report

4.1.1 Subregional Representation on the Administration Committee

It was MOVED (Mikels), SECONDED (Brown) and UNANIMOUSLY APPROVED to refer this item to the Regional/Subregional Task Force

4.1.2 Discussion on Deployment Review of Rideshare & Transtar

Tabled

4.2 Transportation & Communications Committee (TCC) Report

4.2.1 Proposition 51 – Traffic Congestion Relief & Safe Schools Bus Act

Proposition 51, the Traffic Congestion Relief and Safe School Bus Act, sponsored by the Planning and Conservation League (PCL) is a statewide ballot initiative placed on the November 5, 2002 ballot. If approved by voters, the Act would dedicate 30 percent of the state share of the sales tax on new and used motor vehicles (cars and trucks) to selected transportation projects and programs. If passed this measure would redirect 30 percent of the sales tax revenue generated from the sale and leasing of new and used motor vehicles for transportation related projects.

It was MOVED (Dixon), SECONDED (Bone) and UNANIMOUSLY approved to oppose Prop 51.

4.2.2 Amtrak Funding Resolution of Support Resolution # 02-435-1

It MOVED (Dixon), SECONDED (Bruesch) and UNANIMOUSLY APPROVE to waive reading and approve Resolution #02-435-1

4.3 **Energy & Environment Committee (EEC) Report**

4.3.1 **2002-2003 South Coast Air Quality Management Plan (SCAQMP)**

No report. Tabled.

4.3.2 **Proposition 50 - Support Resolution #02-435-2**

It was MOVED (Washburn), SECONDED (Lien)

Supervisor Kuiper, Vice Chair, stated that the Energy & Environment Committee had an extensive discussion regarding Proposition 50 and voted to take no position.

Supervisor Mikels made a substitute motion to take no position. Supervisor Burke seconded the motion.

There were 30 AYES and 7 NOES. The Regional Council voted to not take a position on Prop 50.

4.4 **Community, Economic & Human Development (CEHD) Report**

No report presented at this time. However Mayor Alexander, Chair announced as a reminder that the Southwest Compact conference is being held on October 24-25, 2002. He also noted two other conferences that are coming forth in the near future: The Economic Forecast Conference November 22 and The Housing Summit December 13, 2002.

4.5 **Report on Best Practices Oversight Committee**

No report.

4.6 **Communications Committee Report**

Councilmember Proo, Chair, reported that the Task Force discussed and took the following actions: 1) The Communication Strategy (**Approved**); 2) SCAG dues assessed to the CTCs (**Dues increase should not be considered at this time**); 3) Lobbyist Selection Panel should encompass the President, 1st Vice President, a Past President, Chair of the Communication TF and the Deputy Executive Director (**Approved**); and 4) Continued development of strategies for increasing SCAG's TDA LTF allocation. This effort will be brought to the Regional Council for further discussion. It should be noted that Councilmember Proo ABSTAINED.

5.0 INFORMATION ITEMS

5.1 Monthly Financial Report

Bert Becker, CFO, reported that the finance department is in the processes of closing out FY 01-02. In addition staff is waiting for the Indirect Cost Allocation Plan to be approved by Caltrans. Once approved we will The next process is to complete the Statement of Expenditures which shows how much carryover funds are available. These funds will be included within the budget amendment process and will be presented to the Regional Council for approval.

Mr. Becker noted that there will not be as much money available for new projects as SCAG had hoped for back in July.

6.0 COMMENT PERIOD

Councilmember De Young, announced a judge has held that Measure “W” was valid which negates El Toro Airport. In addition she noted that the Governor vetoed Assemblyman Nakano’s bill. She requested that the removal of El Toro from the RTP item be placed on the next Regional Council agenda.

7.0 LEGAL COUNSEL REPORT

7.1 Closed Session

- Pursuant to California Government Code Section §54956.9(a) SCAG v. HCD & BT&H
- Pursuant to California Government Code Section §54956.9(a) El Toro Reuse Planning Authority v. SCAG

Pursuant to California Government Code Section §54956.9(a) it was MOVED (Mikels), SECONDED (Bernson) and UNANIMOUSLY APPROVED to enter into closed session

The Regional Council reconvened and there were no items to report out at the time.

8.0 ADJOURNMENT

The next meeting is scheduled for Thursday, December 5, 2002 at SCAG Offices

Mark Pisano, Executive Director

Staff Present

Mark Pisano, Executive Director
Jim Gosnell, Deputy Executive Director
Colin Lennard, General Counsel
Bert Becker, Chief Financial Officer
Hasan Ikrata, Acting Director, Planning & Policy
Rich Macias, Manager, Aviation Planning
Mike Murphy, Acting, Manager, Government Affairs
Barbara Dove, Government Affairs Analyst
Alfredo Gonzalez, Sr. Government Affairs Officer
Shelia Stewart, Executive Assistant

Members Present

Councilmember Hal Bernson (**Los Angeles**), Delegate, District 59, President
Supervisor Chuck Smith (**Orange County**), Delegate, 2nd Vice President
Supervisor Jon Mikels, (**San Bernardino County**) Delegate, Immediate Past President
Supervisor Yvonne Burke (**Los Angeles County**), Delegate
Supervisor Hank Kuiper (**Imperial County**), Delegate
Councilmember Jo Shields (**Brawley**), Delegate, District 1
Councilmember Charles White (**Moreno Valley**) Delegate, District 2
Mayor Ron Loveridge (**Riverside**) Delegate, District 4
Mayor Pro Tem Lee Ann Garcia (**Grand Terrace**), Delegate, District 6
Councilmember Susan Lien (**San Bernardino**), Delegate, District 7
Mayor Bill Alexander (**Rancho Cucamonga**), Delegate, District 9
Councilmember Gary Ovitt (**Ontario**) Delegate, District, 10
Mayor Lawrence Dale (**Barstow**) Delegate, District 11
Councilmember Cathyrn DeYoung (**Laguna Nigel**) Delegate, District 12
Mayor Richard Dixon (**Lake Forest**), Delegate, District 13
Councilmember Tod Ridgeway (**Newport Beach**), Delegate, District 14
Councilmember Lou Bone (**Tustin**) Delegate, District 17
Councilmember Alta Duke (**La Palma**) Delegate, District 18
Councilmember Shirley McCracken (**Anaheim**) Delegate, District 19
Mayor Ron Bates (**Los Alamitos**) Delegate, District 20
Councilmember Art Brown (**Buena Park**) Delegate, District 21
Mayor Bruce Barrows (**Cerritos**) Delegate, District 23
Councilmember Keith McCarthy (**Downey**) Delegate, District 25
Councilmember George Bass (**Bell**) Delegate, District 27
Mayor Pro Tem Bea Proo (**Pico Rivera**) Delegate, District 31
Councilmember Robert Bruesch (**Rosemead**) Delegate, District 32

Councilmember Dick Stanford (**Azusa**) Delegate, District 33
Councilmember Paul Talbot (**Alhambra**) Delegate, District 34
Councilmember Harry Baldwin (**San Gabriel**) Delegate, District 35
Councilmember Sid Tyler (**Pasadena**) Delegate, District 36
Councilmember Karen Rosenthal (**Claremont**) Delegate, District 38
Mayor Ken Blackwood (**Lomita**), Delegate, District 39
Mayor Pro Tem Sandra Jacobs (**El Segundo**) Delegate, District 40
Councilmember Bob Yousefian (**Glendale**) Delegate, District 42
Councilmember Dennis Washburn (**Calabasas**) Delegate, District 44
Councilmember Glen Becerra (**Simi Valley**) Delegate, District 46
Councilmember Carl Morehouse (**San Buenaventura**) Delegate, District 47
Councilmember Jan Rudman (**Corona**) Delegate, District 63
Mayor Pro Tem Ralph Bauer (**Huntington Beach**) Delegate, District 64

Others present

Phyllis Winger
Chuck Bookhammer

Councilmember Bernson's Office
Supervisor Burke's staff

REPORT

TO: Administration Committee
Regional Council

FROM: Sam Mehta, Contracts Manager (213) 236-1813
Email: mehta@scag.ca.gov

SUBJECT: Approval of Contracts Over \$25,000

DATE: October 14, 2002

EXECUTIVE DIRECTOR'S APPROVAL _____

RECOMMENDED ACTION: Approve Contracts

SUMMARY:

- **The Following Subregional Contract is Recommended for Approval:**
D B Consulting NTE \$ 44,000

FISCAL IMPACT:

The Work Element is listed on the detail page for each contract. Included is the Work Element and category of funding, for example FHWA, FTA, indirect.

SUBREGIONAL CONSULTANT CONTRACT

Consultant: DB Consulting

Scope: The primary objective of this project is to gain feedback from the Arroyo Verdugo Cities Subregion on its vision for their communities based upon the development and testing of “alternative growth scenarios” for the SCAG region. The consultant is also expected to assist with the analysis and evaluation of the population/housing estimates.

Contract Amount:	Total not to exceed	\$44,000
	DB Consulting (prime)	\$11,600
	Diversa Consulting (subcontractor)	\$10,950
	Huart Planning and Design (subcontractor)	\$10,750
	Tierra Concepts (subcontractor)	\$10,700

Contract Period: December 1, 2002 through November 30, 2003

Work Element: 03-060.AVGC1 (Funding Source: FHWA and FTA)

Request for Proposal: SCAG staff mailed postcards to 375 pre-qualified firms on SCAG’s bidders list to notify them of the release of RFP No. 03-009. The RFP was also posted on SCAG’s web site. The following four proposals were received in response to the solicitation:

Clark + Potter Associates (1 subcontractor)	\$43,792
DB Consulting (3 subcontractors)	\$44,000
Economic and Planning Systems (no subcontractor)	\$44,000
IBI Group (2 subcontractors)	\$43,958

Selection Process: The Proposal Review Committee (PRC) evaluated all four proposals in accordance with the criteria set forth in the RFP, and the selection process was conducted in a manner consistent with all applicable Federal and State contracting regulations. Interviews were held with all four offerors.

The PRC was comprised of the following individuals:

Elaine Aguilar, Arroyo Verdugo Cities, Subregional Coordinator
Barbara Lazar, City of Burbank, Senior Planner

Brett Sears, SCAG, Associate Regional Planner
Elaine Wilkerson, City of Glendale, Planning Director

Note: Caltrans was invited to participate in the proposal review but declined the invitation.

Basis for Selection:

The PRC recommended DB Consulting for the contract award because of their subregional knowledge and experience working with the subregions. DB Consulting has extensive experience in growth forecast and growth management that the PRC found favorable. DB Consulting and their subcontractors are recognized experts in the field of growth forecasting and growth management, and are committed to this project. The PRC felt that DB Consulting presented a superior quality proposal and presentation. DB Consulting has the most experience of all the respondents.

REPORT

DATE: November 7, 2002

TO: Administration Committee
The Regional Council

FROM: Alfredo B. Gonzalez, Senior Government Affairs Officer
Phone (213) 236-1886, E-mail gonzalez@scag.ca.gov

SUBJECT: CALCOG 2003 ACTION PLAN

EXECUTIVE DIRECTOR'S APPROVAL:

RECOMMENDED ACTION: Support

BACKGROUND:

For over a decade SCAG has been a member of the California Association of Councils of Governments (CALCOG). CALCOG is a non-profit statewide organization that represents California's Councils of Governments on state and national issues. CALCOG's primary activities are to provide public policy, advocacy and intergovernmental coordination with the state legislature, state agencies, the League of California Cities, the California State Association of Counties, California's Congressional delegation and other related organizations. In addition to advocacy, CALCOG also convenes its members in order to share information on regional programs and assists them in developing tools to reach their fullest potential on regional issues.

SUMMARY:

Each year, CALCOG adopts an action plan to guide its policy and advocacy efforts. Prior to adoption, a draft version of the plan is circulated to all CALCOG members for review. Other than a few minimal changes, this year's plan is largely indistinguishable from last year's. The changes for 2003 include CALCOG's commitment to introduce legislation that seeks to establish regional user fees for transportation purposes and the adoption of a federal TEA-3 strategy that will gain the unified support of California's Congressional Delegation. The 2003 plan also deletes sections concerning the implementation of recommendations found in the Speaker's Commission on Regionalism report, this issue was removed from the action plan because it was resolved during the 2001 legislative year.

FISCAL IMPACT:

All work related to adopting the recommended staff action is contained within the adopted FY 2002/2003 budget and adopted 2002 SCAG Legislative Program and does not require the allocation of any additional financial resources.

abg#76826

REPORT

DATE: November 7, 2002

TO: The Regional Council
The Administration Committee

FROM: Alfredo B. Gonzalez, Senior Government Affairs Officer
Phone: (213) 236-1886 E-mail: gonzalez@scag.ca.gov

SUBJECT: Budget Request: Association of Metropolitan Planning Organizations (AMPO)

EXECUTIVE DIRECTOR'S APPROVAL

RECOMMENDED ACTION:

Authorize a General Fund expenditure of \$3191.76 for travel, communication and incidental office services required by Ronald Bates as Chair of the Association of Metropolitan Planning Organizations. The requested amount represents the unspent balance that was authorized by the Regional Council last year.

BACKGROUND:

The Southern California Association of Governments (SCAG) is a member of the Association of Metropolitan Planning Organizations (AMPO). AMPO is a nonprofit, membership organization established in 1994 to serve the needs and interests of Metropolitan Planning Organizations nationwide. AMPO offers its members technical assistance, training, conferences, workshops, print and electronic communications, and a forum for transportation policy development.

At its annual meeting held in September 2002, SCAG Regional Council member Ronald Bates was re-elected Chair of the AMPO Board. As Chair of AMPO's Board of Directors, Mayor Bates will have the opportunity to influence and guide the development and policies of TEA-3 in manner that will benefit the SCAG region.

This budget request is being sought because AMPO does not provide expense reimbursements for its Chair or for its Board of Directors. Rather, it is presumed that the MPOs will cover their representative's expenses. SCAG's General Fund budget contains \$140,000 for Regional Council Special Projects of this nature. In his capacity as Chair of the AMPO Board of Directors, Mayor Bates anticipates incurring expenses for airfare, lodging, transportation and incidentals, at AMPO board meetings and related events.

FISCAL IMPACT:

Last year the Regional Council authorized \$6,000 for fiscal year 2001-02 and \$1500 for fiscal year 2002-03 for Ron Bates in his capacity as Chair of AMPO, however only \$2808.24 was charged, leaving a balance of \$3191.76. In adopting this action, the Regional Council is authorizing the carry over of \$3191.76 from the General Fund, which represents the balance of the funds that were not expended in the previous fiscal year.

docs/abg#77531

REPORT

DATE: October 14, 2002

TO: Administration Committee
Regional Council

FROM: Sam Mehta, Contracts Manager (213) 236-1813
Email: mehta@scag.ca.gov

SUBJECT: Contracts and Purchase Orders Between \$5,000 - \$25,000

RECOMMENDED ACTION: Information Only

SUMMARY:

The Executive Director executed the following Contract between \$5,000 and \$25,000

- Psomas \$24,500
IGR Interactive Project Review System
Funding Source: FHWA & FTA

The Executive Director executed the following Purchase Orders between \$5,000 and \$25,000

- Aquent \$ 5,000
Tech. Support for Graphics Computers, 12 Months
Funding Source: Indirect Overhead
- Boise Cascade Office Products \$ 24,000
Three Month Extension of Office Supply Contract
Funding source: Indirect Overhead
- Hyatt Newporter \$ 24,000
IPG Conference Expenses
Funding source: Conference Registration Revenue
- Pace Lithography \$ 14,466
Printing of SCAG Annual Report
Funding source: Indirect Overhead
- UCLA Extension Public Policy \$ 5,000
Co-Sponsorship of UCLA Annual Symposium
Funding source: General Fund

REPORT

BACKGROUND:

Pursuant to the recommendations from the Best Practices Contracts Committee and KMPG, the Regional Council approved the execution by the Executive Director, Purchase Orders between \$5,000 and \$25,000 and the listing of all such Contracts and purchase orders on the agenda as information only.

REPORT

DATE: October 18, 2002

TO: Administration Committee
Regional Council

FROM: Sam Mehta, Manager; Contracts (213) 236-1813
Email: Mehta@scag.ca.gov

SUBJECT: Conflict of Interest Listing

RECOMMENDED ACTION: Information Only

Listing of all agenda items involving consultants or other groups to all members to determine whether they have conflicts

Item
3.1.2

- DB Consulting
 - Sub: - Diversa Consulting
 - Huart Planning & Design
 - Tierra Concepts

3.2.2

- Aquent
- Boise Cascade Office Products
- Environmental System Research
- Hyatt Newporter
- Psomas
- UCLA Extension Public Policy



DATE: November 7, 2002

TO: Administration Committee
Regional Council

FROM: Don Rhodes, Manager, Government Affairs
(213) 236-1840, rhodes@scag.ca.gov

SUBJECT: Approval of SCAG's 2002-2003 Communication Strategy

EXECUTIVE DIRECTOR'S APPROVAL:

RECOMMENDED ACTION:

Approve SCAG's 2002-2003 Communication Strategy.

BACKGROUND:

SCAG has recently crafted a Communication Strategy to help focus our vision and efforts in this important area. Staff worked with Cerrell Associates, Inc., our communication consultant, and with our Communication Task Force in developing this strategy. We seek your endorsement along with your active participation in helping to bring this approach to communication to life.

BUDGET IMPACT:

There is no additional financial impact to approval of this strategy. Existing funds in the FY 2002-2003 Government Affairs budget has been allocated to implementing this strategy.

B Dove 11/7/02
Nov02 RC/Admin Agenda – Comm Strategy
Doc # 77275

2002-03 SCAG COMMUNICATIONS STRATEGY

October 2002

I. COMMUNICATIONS GOALS

- **Establish and effectively communicate the importance of regional governance** and of employing regional solutions to Southern California's many policy challenges.
- **Improve communications with member local governments** and other key stakeholder audiences.
- **Enhance SCAG's profile with the news media and others who influence and shape policies that affect the Southern California region through proper branding or positioning and effective public relations, government affairs, community outreach, and member relations programs and activities.** This requires identifying major critical issues and benefits and related talking points for each to create a common message and consistent points.
- **Support and supplement outreach efforts** through (1) effective media relations; (2) outreach to local governments, community organizations, business organizations, labor organizations, faith based organizations, environmental groups, academic groups, civic groups, Native American Tribal Councils, and minority organizations; (3) materials development and review; and (4) other communications activities.

II. TARGET AUDIENCES

- Regional Council members, policy committee members, state and regional agencies, boards of supervisors, city councils, Native American Tribal Councils, and other elected officials from member jurisdictions.
- State legislators, members of Congress and key federal and state legislative staff.
- City managers, county administrators, key staff from member jurisdictions, subregional coordinators and related staff.
- Business, environmental, academic, labor, community and other stakeholder organizations throughout Southern California.
- News media outlets throughout the six-county region, including Sacramento and Washington, D.C. bureaus and national media outlets.
- Southern California region.

III. IMPLEMENTING THE COMMUNICATIONS STRATEGY

A. Regional Council, policy committee and subregional communications

SCAG's elected leadership must have a comprehensive understanding and endorse the agency's efforts to foster regional collaboration. In that regard, the most important audience with whom SCAG must improve communications is the Regional Council. SCAG also must improve communications with committee and task force members, subregional coordinators and Native American Tribal Councils.

By providing members with comprehensive information and training about SCAG's regional issues, priorities and goals, they will be better equipped to communicate the value of SCAG to their elected colleagues, constituents, state and federal officials and agencies, and other stakeholder audiences.

SCAG must analyze the many ways that Regional Council and committee members are communicated with, propose improvements to those methods, and develop new methods to keep members informed.

The primary goal of the communication's strategy is to improve communications with the Regional Council. The strategy will evolve as new approaches and techniques are identified and refined. Communications techniques will include:

- Individual board member briefings
- One-on-one and group meetings to hear concerns and suggestions to improve relations, outreach and operations.
- Regional Council, committee agenda Mailings
- Letters, Memos and other member correspondence
- GovAffairs E-New sletter
- Executive Director's Report
- Policy issue briefings
- Regional Council Action Report
- Regional Council member media training
- Regional Policy Fact Sheets
- SCAG events and meetings
- Legislative outreach
- Materials preparation and update
- New member orientation

Subregional and member policy briefings

One of the key elements of the communications strategy will be a comprehensive informational briefing program. Another will be opportunity for subregional members to express views and improvements to leadership about SCAG's outreach, operations, communications and other areas of concern to subregional members.

SCAG will develop and implement a speaker's bureau to keep Regional Council members and their jurisdictions regularly informed on various topics, including SCAG operations, pending state and federal legislation, regional policy and planning issues, and other matters of concern to SCAG.

SCAG will develop a program and schedule in which either the executive director or deputy director accompanied by appropriate staff will conduct regular informational briefings and updates for each subregion.

Regional Council members will augment the speakers bureau program by serving as agency spokespersons at subregional issue briefings.

Briefing sessions will be conducted as part of scheduled COG board or policy committee meetings. For subregions that do not have organized COGs, the SCAG briefing

program will consist of briefings with Regional Council members and other local elected officials from the region.

Deliverable goal: *SCAG will schedule and execute at least one issue briefing per subregion each year. It will also arrange (1) opportunities for subregional members to express their views and improvements to leadership about SCAG's outreach, operations, communications and other areas of concern to subregional members; and (2) briefing sessions for boards of supervisors, city councils, and state and regional agencies in the SCAG region.*

Regional Council action reports

The Regional Council Action Report provides member jurisdictions with monthly updates on the major actions taken by SCAG's Regional Council and policy committees.

SCAG will produce and disseminate the RC Action Report as an e-mail communication to Regional Council Members to expedite its delivery. SCAG will evaluate the RC Action Reports to improve the content and study methods to transmit the report to member jurisdictions.

Deliverable goal: *SCAG will reconfigure the Regional Council Action Report into an e-mail format to ensure that it is delivered on time and will reevaluate the report to improve its content.*

Enhanced e-mail communications

SCAG will place a greater emphasis on e-mail to communicate expeditiously with Regional Council members.

SCAG is using e-mail to:

- Disseminate the *GovAffairs* legislative newsletter.
- Inform the Executive Committee and Communications Task Force of developments involving urgent regional governance issues.
- Transmit agendas for upcoming meetings of the Communications Task Force.

SCAG also will utilize e-mail communications for such items as:

- Legislative alerts and updates
- Conference "Save the Dates"
- Personnel changes
- Informational updates

SCAG is also considering ways in which e-mail communications can be enhanced for other key audiences, including:

- Policy committee members
- Subregional coordinators
- Non-Regional Council city council members and county supervisors
- Other elected and stakeholder audiences.

SCAG is exploring a tiered approach to e-mail communications. Under this approach, certain communications will be sent to focused audiences such as the Executive Committee, while others would be disseminated to the entire Regional Council.

For legal reasons, SCAG will continue to disseminate certain types of “official” communications by traditional mail.

Deliverable goal: *SCAG will: (1) ensure that Regional Council communications are delivered on time by establishing a protocol for the regular dissemination of certain documents by e-mail; and (2) updating and expanding existing e-mail distribution lists for the Regional Council, policy committees, subregional coordinators and other key stakeholder audiences.*

Regional Council media training

SCAG will provide Regional Council members with an opportunity to attend a half-day media workshop. Although similar to the one held at the Regional Council Retreat in June 2002, it will provide more in-depth, one-on-one media and message training to equip members with effective media interview techniques. The session will provide members with key message points regarding SCAG’s major policies and other relevant topics and will include interactive role-playing exercises. Participants will receive a SCAG media/message booklet that includes the information described above and media “dos and don’ts.”

Deliverable goal: *SCAG will prepare and execute a one-half-day media and message training session each year for members of the Regional Council.*

Regional policy fact sheets

Because it is important that members are familiar with issues, SCAG will prepare and provide Regional Council members with a series of regional policy fact sheets. Each fact sheet will briefly describe one of several major policy issues facing the region, including:

- Regional airport planning
- Meeting regional housing needs
- The relationship between traffic congestion and air quality
- The importance of goods movement
- The Regional Transportation Plan as a blueprint for Southern California’s transportation future
- The benefits of a high-speed Maglev transportation system for Southern California
- The objectives and anticipated outcomes of the Growth Visioning for Sustaining a Livable Southern California initiative

The fact sheets will serve as “talking points” for Regional Council members and as brochure inserts or as stand-alone materials for use in various outreach capacities.

Deliverable goal: *SCAG will develop a series of at least 10 policy fact sheets relating to the topics listed above for the members of the Regional Council.*

New member orientation

It is important that new members of the Regional Council have a good understanding of the SCAG organization, operations, initiatives and challenges.

Deliverable goal: *SCAG will review and revise as appropriate and needed the materials and techniques it uses to orient new members of the Regional Council.*

B. Communicating with member jurisdictions and stakeholder organizations

Communications tools

In addition to the fact sheets noted above, a series of other materials will be prepared to help SCAG Regional Council members and staff effectively communicate with political, business, community and other stakeholder audiences. Specific materials development activities will include:

- *Regional Vision Newsletter:* SCAG will review and study enhancements to the new sletter such as staff profiles, guest columns, and *Best Practices* updates. It will also consider including reply cards and other techniques to encourage comments on the newsletter.
- *Annual Report:* SCAG will continue to produce an annual report to help raise aw areness about the organization and its accomplishments over the previous year.
- *“Keys to the Future” Video:* SCAG has produced a video to provide general community audiences with a clear overview of SCAG’s mission, its accomplishments over the years, and its plans for the future. The video has been updated on an annual basis to incorporate introductory and concluding segments from the current SCAG president. A separate editing effort was undertaken last year to include graphic and narrative updates. Depending upon resources, SCAG will continue to update the video as necessary.

Special events

A goal of SCAG is to increase stakeholder participation in its conferences and special events. To improve program quality, content and concomitant participation, SCAG activities will include:

- Counsel regarding program development and conceptualization
- Assistance with logistics and event planning support including materials development and event coordination.
- Outreach to local elected officials and relevant stakeholder organizations to maximize attendance and participation.
- Pre-event publicity, on-site media relations services and post-event media outreach.

Events planned during the coming fiscal year include:

- Transportation Summit – October 2002
- South west Compact Summit – October 2002
- 2002 Regional Economic Forecast Conference – November 2002
- 2002 Regional Housing Summit – December 2002
- 2003 General Assembly – Spring 2003
- 2003 Regional Council Retreat – Summer 2003

Deliverable goal: *In addition to the activities noted earlier, SCAG will conceptualize the programs, provide recommendations regarding potential*

“noteworthy” speakers or panelists, and develop strategies that maximize participant interest for each event.

SCAG display materials

SCAG will prepare a strategy to ensure that display materials serve as cost-effective outreach tools that provide concise and understandable messages about SCAG’s mission, goals and initiatives.

Deliverable goal: *SCAG will prepare a program, schedule and implementation plan to ensure that display materials at conferences, forums, workshops and other public events serve as cost-effective outreach tools providing concise and understandable messages about SCAG’s mission, goals and initiatives.*

SCAG Regional Council meeting in regional venues

It is important that local leaders, other stakeholders and the news media understand and become involved in SCAG’s initiatives. Therefore, SCAG will develop a plan and schedule to conduct Regional Council meetings in different locations within the SCAG region. These meetings, or will include coordinated media and community outreach efforts to maximize their prominence.

Deliverable goal: *SCAG will develop a schedule for and conduct Regional Council meetings in various locations throughout the Southern California region with the goal of conducting Regional Council meetings in every county of SCAG. SCAG will conduct a minimum of four such meetings each year.*

Legislative outreach

SCAG will establish a schedule of regular issue briefing sessions with members of Congress and state legislators throughout the region to increase the law maker’s understanding of the agency’s mission and goals. SCAG will also prepare and implement a plan for creating coalitions and non-member “key contacts” to communicate SCAG initiatives and positions to law makers.

The SCAG legislative program will include member trips to Washington, D.C. and Sacramento during legislative sessions. It will also include meetings on a regular basis with legislators in their district offices.

While it is important to conduct briefings with every federal and state law maker in the region, priority will be given to members in leadership positions or who sit on key policy committees of importance to the agency. Both geography and legislative strategy will be considered.

Deliverable goal: *SCAG will establish a schedule for regular policy briefings with federal and state lawmakers in Washington D.C., Sacramento and district offices. SCAG will also prepare and implement a plan for creating coalitions and non-member “key contacts” to communicate SCAG initiatives and positions to lawmakers. It will also host periodic workshops for new Legislative District staff members to provide them with an overall orientation on the role and initiatives of SCAG.*

Web site enhancements

SCAG will continue to monitor and update its web site to ensure that it interactive, visually appealing, informative, user-friendly and intuitive.

C. Communicating with the news media

The goals of SCAG's media outreach program are:

- Promoting the importance of regional solutions to the planning challenges facing Southern California.
- Increasing the visibility of SCAG's policy experts, resources and initiatives.
- Developing customized messages that emphasize both the regional nature of various policy issues as well as the local impact of such issues.
- Fostering a uniform global SCAG message of regional cooperation and problem solving that would be disseminated to media and opinion leaders.

Traditional communications with the news media

SCAG uses a number of methods to communicate with the print and electronic news media including news releases, advisories, and news conferences publicizing SCAG's planning initiatives, Regional Council actions, local and regional outreach efforts, legislative priorities and other key SCAG actions. Additional effort is required to communicate with weekly print media with special community focus.

Deliverable goal: *SCAG will work with the Communications Task Force and individual Regional Council members to identify the specific issues, initiatives and activities that should receive the attention of the news media. SCAG will use telephone, e-mail, and faxed messages to increase and enhance positive coverage by the news media of SCAG events and meetings. It will also target weekly papers with special community focus, such as: California Black Publishers Association; West-side Story; Precinct Reporter, LA Watts Times, Compton Bulletin, Tri-County Ventura News, The Eastern Group, Hispanic News, Inland Empire Community News (El Chicano, Rialto Record and Colton Courier) and the Black Voice.*

Editorial board meetings

Meetings with the editorial boards of Southern California newspapers provide an opportunity to relate the importance of regional solutions to Southern California's many planning and policy challenges including Growth Visioning, regional aviation planning, and meeting future housing needs.

SCAG activities related to the editorial board meetings will include: (1) preparing "talking points;" (2) arranging participation of Regional Council members residing in the media markets; and (3) recommending media outlets to target for the editorial board meetings. Examples of editorial related media include:

- *Los Angeles Times* (Main and Orange County Editions)
- *Los Angeles Daily News*
- *Orange County Register*
- *Riverside Press Enterprise*
- *San Bernardino Sun*
- *Inland Valley Daily Bulletin*
- *Ventura County Star*
- *Imperial Valley Press*
- *San Gabriel Valley Tribune*
- *South Bay Daily Breeze*
- *La Opinion*
- *Los Angeles Sentinel*

- *Sing Tao News*
- *KNX-AM*

Deliverable goal: SCAG will schedule, at minimum, six separate editorial board meetings with key print and editorial media organizations that cover the SCAG region. Issues, coverage areas, and the editorial posture of the media outlet will determine the entities with which the meetings will be held.

Spokespersons for the news media

SCAG Regional Council members must be able to articulate to the news media the transportation, air quality, housing and other regional policy issues facing Southern California. SCAG will provide Regional Council members with a series of key messages regarding the importance of SCAG's ongoing efforts to seek regional solutions to Southern California's policy challenges. It will also prepare message points on issues relating to aviation, surface transportation, growth visioning, and housing. Certain primary spokespersons will be initially identified and used.

Deliverable goal: SCAG will identify and provide training to a minimum of 15 Regional Council members to serve as effective agency spokespersons.

Pilot e-mail process for members to communicate with news media

It is important for proper recognition and identification that SCAG's Regional Council members be viewed as knowledgeable and responsive media spokespersons for the issues affecting Southern California. Therefore, SCAG will develop an e-mail process for members to provide the news media with current "sound-bite" commentary on topical news items. To facilitate this process, SCAG will prepare policy questions that will be sent via e-mail to members. The members will respond with 2-3 sentence "sound-bites" to the posed questions. The "sound bites" will be formatted, packaged and distributed via e-mail to the press.

Media recipients of the e-mails will identify and use SCAG and its members as resources for quote information and as resources for stories.

Deliverable goal: SCAG will develop a "pilot" policy and information communications system that includes e-mail communications distributed to the news media on a regular basis by Regional Council Members.

Media tip sheets

Another technique to identify members for media interviews the distribution of media "tip sheets" identifying newsworthy topics such as housing, growth, and traffic congestion.

Deliverable goal: SCAG will prepare media tip sheets related to topical news items affecting policy areas of concern to the organization.

Interviews and talk show opportunities with the electronic news media

It is important that SCAG Regional Council members have opportunities to describe agency operations, policies and initiatives with the electronic news media. Therefore, SCAG will engage in an aggressive pursuit of interview and coverage opportunities for SCAG spokespeople with television, and radio outlets throughout the region. Programs to be targeted include:

- “Life and Times” (KCET-TV)
- “Week In Review” (Adelphia Communications)
- “Eye on LA” (KABC-TV)
- “Midday Sunday” (KNBC-TV)
- “Pacesetters” (KTLA-TV)
- “Which Way LA” (KCRW-FM)
- “Airtalk” (KPCC-FM)
- “The Michael Jackson Show” (KRLA-AM)
- “Community Bulletin” (KWRM-AM)
- “Community Forum” (KUOR-FM)
- “Community Spotlight” (KGGI-FM)
- “City Scope” (KOST-FM)
- “LA Speaks Out” (KJLH-FM)

Deliverable goal: *SCAG will aggressively pursue and schedule, at minimum, ten radio and/or television interviews for Regional Council members on various public affairs shows broadcast through the Southern California region. SCAG will also schedule a series of informational briefings with news assignment editors and producers to increase awareness of SCAG and improve coverage opportunities for both public affairs and news broadcasts.*

Community outreach

One of the best ways to communicate the role of SCAG is through a series of meetings and presentations to business groups, civic organizations, minority and ethnic organizations, labor organizations and local government entities.

Deliverable goal: *SCAG will develop a schedule and presentation content for a minimum of 12 presentations each year by members and staff leadership to business groups, civic organizations, organizations that represent minorities, labor organizations, faith based organizations, environmental groups, academic groups, civic groups, and organizations and local government entities.*

Crisis communications

It is important that SCAG is properly prepared to respond to media and other inquiries during crises. SCAG will provide Regional Council members with counsel, message development and other crisis communications services.

Deliverable goal: *SCAG will develop a crisis communications program including: identification of potential crisis communications situations, development of statements for external and internal use, and identifications of spokespersons and processes for transmitting messages. It will also provide training to key staff and council members in crisis communication techniques.*

Don Rhodes
 Manager of Government and Public Affairs
 Southern California Association of Governments
 (213) 236-1840

REPORT

DATE: November 7, 2002

TO: Administration Committee
Regional Council

FROM: Rosemary Ayala, Performance Assessment & Implementation
(213) 236-1927, ayala@scag.ca.gov

SUBJECT: Approval of Federal Transit Administration (FTA) Section 5307 Grant Recipients
for new urbanized areas in the SCAG region

EXECUTIVE DIRECTOR'S APPROVAL:

RECOMMENDED ACTION:

Approve the designation of the County of Imperial, City of Santa Clarita, and the Ventura County Transportation Commission as grant recipients of Federal Transit Administration Section 5307 funds for the new small-urbanized areas in the SCAG region

BACKGROUND:

As a result of the 2000 census, there are three new small-urbanized areas in the SCAG region, Camarillo, El Centro, and Santa Clarita. Public transit projects in these areas are now eligible to receive Federal Transit Administration Section 5307 funds. Federal guidance states that the Governor may designate a local recipient to receive these funds. The California Department of Transportation has requested SCAG to assist the Department in the determination of local recipients to receive the FTA Section 5307 funds in each of new urbanized areas.

SCAG concurs with recommendations by the Imperial County Association of Governments, Los Angeles County Metropolitan Transportation Authority and the Ventura County Transportation Commission that the following agencies administer these funds:

El Centro Urbanized Area – County of Imperial
Santa Clarita Urbanized Area – City of Santa Clarita
Camarillo – Ventura County Transportation Commission

BUDGET IMPACT:

Funds to support this item are available in the FY 2002-2003 Performance Assessment & Implementation Budget.

Ayala 11/4/2002
#77207

The Southern California
Association of Governments
Regional Council's
Ten Year Strategic Plan

Goals and Strategies

Prepared by the

Regional Council's Strategic Plan Task Force

November, 2002

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Introduction

Forty years ago cities and counties in the six-county Southern California region joined together to form the Southern California Association of Governments (SCAG) for the purpose of fulfilling federal intergovernmental planning mandates, including managing a “continuing, cooperative and comprehensive” regional transportation planning process. The six-county SCAG region includes Imperial, Los Angeles, Orange, Riverside, San Bernardino and Ventura counties. While the geographical boundaries of the region have remained the same, the social and institutional landscape has changed substantially. Fueling these dramatic regional changes has been a doubling of the population from 8.4 million to 16.5 million people since SCAG’s formation.

At SCAG’s inception, the governmental setting was relatively simple with cities, counties and single purpose special districts providing the needed local and regional services. Today, the region has grown to include five county transportation commissions, five regional air quality management districts, subregional councils of governments, many new cities and several more transit operators. As a consequence, the state and federal governments over the years have expanded SCAG’s original mission by assigning additional regional policy setting responsibilities in the areas of transportation, air quality, housing, water quality, and solid waste disposal planning, among others.

In 1990, SCAG’s governing board responded to the expansion of its role and responsibilities by preparing a strategic plan, its first, which recommended several important institutional changes focusing on regional governance issues. These recommendations, which were subsequently adopted, included the creation of the Regional Council (Council) as SCAG’s policy board, development of the subregions, and adoption of a regional advisory process.



An important outcome of the first strategic plan was the emergence of the Regional Council as a significant venue for intergovernmental decision-making at the regional level. A noteworthy feature of the Regional Council's organizational dynamic is that its by-laws endeavor to ensure that the distribution of Council members closely adheres to the one-person, one-vote principle. Use of this representational form is unique among regional planning agencies.

Recognizing the success of the previous strategic plan in assisting the Regional Council to set a course for the organization, the Council recently decided to embark upon the preparation of a new strategic plan to guide its actions through the first decade of the Twenty-First Century. To this end, the Strategic Plan Task Force composed of Regional Council representatives was appointed to develop the new plan for the organization. The Task Force retained consultants for assistance in its endeavors. Under the direction of the Task Force, the consultants were able to develop and analyze alternatives for consideration by the Task Force from which choices and recommendations could be made to the Regional Council regarding the organization's future goals and objectives.

The Strategic Plan Development Process

The alternative organizational choices presented to the Task Force were developed using the results of focus groups conducted with Regional Council members and SCAG's directors and managers; Task Force member discussions held at their monthly public meetings; interviews with the executives of managing agencies who act as partners with SCAG in setting and implementing regional policies; and a review of various internal and official documents, including the statutes governing the agency's activities.

Ideas and comments contributed by Task Force members, focus group participants, stakeholder interviews, and a document review, have resulted in the identification of the following goals and complementary strategies. These recommendations have emerged as being critical for guiding SCAG's continuing evolution as an effective regional organization during the next decade. The strategies ensure that SCAG (in partnership with its member cities and counties, the county transportation commissions and the subregions) will effectively meet its future challenges. SCAG's objectives are ambitious, including enhancing the regional transportation system; providing for a strong regional economy; improving the quality of the region's environment; and supporting the establishment of livable communities throughout the region.

The final organizational goals that were selected represent a synopsis of many comments and observations received during the course of the strategic planning process. In order to synthesize this information into a useful format, the following screening procedures were employed:

- ❖ A careful review of the notes from the focus groups and workshops;
- ❖ A review of the information derived from the interviews; and



- ❖ A detailed review of SCAG's legal roles and responsibilities, interagency agreements, work programs and other documents describing its mission and aspirations.

As a result of the efforts outlined above, the Task Force has prepared the following recommended goals and implementation strategies to guide the Regional Council when setting policies for SCAG over the next decade.

The goals and strategies have been organized under six major thematic categories:

- ❖ Regional Leadership
- ❖ Financial Stability and Independence
- ❖ Regional Infrastructure Funding Mechanisms
- ❖ Regional Partnerships
- ❖ Regional Planning
- ❖ Strategic Planning as an Ongoing Process



I. Regional Leadership

Goal One—Pre-Eminent Regional Agency

The Regional Council shall strive to maintain SCAG's position as the pre-eminent regional institution by providing leadership and creating consensus on a vision of the region's future.

Strategy

The Regional Council, in collaboration with SCAG's partners, shall provide the leadership needed to develop through consensus a vision of Southern California's future. This process would involve identifying both short and long-term objectives for addressing the region's most pressing economic, social and environmental issues. As a part of this effort, SCAG should develop and foster a regional dialogue to further the formation of the consensus vision that is a critical component of the leadership process.

SCAG's extensive database on demographic and economic trends; the conclusions from the Growth Visioning process; and its Regional Transportation Plan are vital organizational assets that should be used to support the consensus building process.

Goal Two—A Voice for the Region

The Regional Council shall provide leadership in developing and articulating positions on critical regional issues in Sacramento and Washington, D.C.

Strategy

The Regional Council shall, in collaboration with SCAG's partners, take the lead in the development and management of a process that will allow the formation of a regional consensus on issues critical to the future development of Southern California. The advocates of SCAG and its partners will articulate the positions that emerge from this process in a coordinated manner in both Sacramento and Washington, D.C.



II. Financial Stability and Independence

Goal One—Ensure Fiscal Stability and Independence

The Regional Council shall ensure SCAG's fiscal stability and independence by continuing to improve its management practices. It will also seek discretionary funding to support its programmatic aspirations and the aspirations it shares with its partners in serving the citizens of the Southern California region.

Strategy

To ensure its fiscal independence and stability in the short and long term, the Regional Council shall require that SCAG prepare both a comprehensive short-term (one-year) Business Plan, and a comprehensive long-term (three-year) Fiscal Plan to be updated on an ongoing basis. The Business Plan shall have quarterly milestones, and the Fiscal Plan shall have semi-annual milestones.

SCAG shall work with its federal funding partners to restructure its annual federal comprehensive planning grant, the primary source of funding for its federally mandated regional planning programs, to take advantage of the flexibility of the portion of the grant made available from the Federal Transit Administration.

The Regional Council shall enter into negotiations with the county transportation commissions (CTCs) to develop an annual work program that furthers the objectives of both SCAG and the commissions. A negotiated work program might include the development of land use strategies conducive to supporting public transit services. The CTCs' planning services could be supported by their Transportation Development Act (TDA) revenues, and SCAG may provide these regional planning services in collaboration with the subregional entities.

Additionally, the Regional Council, in collaboration with the CTCs, may seek legislation to raise the statutory cap on TDA revenues available to SCAG to an amount consistent with the organization's roles and responsibilities that support the development of regional mass transportation services.

Should the local sales tax be increased in the future, the Regional Council in collaboration with its partners and the other regional planning agencies in California, shall seek to dedicate a portion of the additional revenue to carry out its statutorily defined mission.

Lastly, the Regional Council shall increase its members' dues at least consistent with inflation. This will ensure that SCAG's general fund revenue will maintain its purchasing power consistent with economic trends.



III. Regional Infrastructure Financing Mechanisms

Goal One—Develop Regional Infrastructure Finance Mechanisms

The Regional Council shall oversee the development of a package of revenue mechanisms and strategies to finance major regional projects. It shall seek legislation enabling SCAG to employ these mechanisms to fund projects that are contained in the Regional Transportation Plan and other infrastructure plans.

Strategy

The Regional Council, acting through the Highways and Finance Task Force, shall convene an expert panel to assist in identifying new funding mechanisms that are appropriate for SCAG. The panel shall develop an inventory of potential revenue mechanisms to finance major regional projects. The panel should include representatives from the public finance community who are knowledgeable about innovative project financing strategies; engineering and construction firms that have participated in major infrastructure projects utilizing various project financing techniques; law firms familiar with the potential legal issues that might be encountered by the various financing strategies; and the academic community.

The advice and findings developed by the expert panel should be incorporated into legislation and included in the *2004 Regional Transportation Plan* for projects where specific project funding strategies are appropriate.



IV. Encourage and Foster Regional Partnerships

Goal One—Enhance the Effectiveness of Subregional Relationships

The Regional Council shall provide the leadership necessary for SCAG to enhance its relationships with the county transportation commissions (CTCs); the subregional organizations and councils of governments; and relevant special districts.

Strategy

The Regional Council has recognized that agency relationships require attention at the policy level. It has therefore established the Regional/Subregional Relations Task Force to facilitate the development and the effectiveness of the subregions. To achieve the goals of the Regional Council, the Regional/Subregional Relations Task Force should therefore initiate, support, manage, and complete the following tasks with the full involvement and collaboration of all of SCAG's subregions no later than six months after the adoption of these strategies:

1. Identification of the roles, authorities, responsibilities of, and relationships between SCAG and the subregions in the collaborative planning and implementation process.
2. Identification of the subregion-to-subregion roles, authorities, responsibilities and relationships within the SCAG region.
3. Facilitate the effectiveness of those subregions which have not organized themselves into permanent institutions (such as a council of governments), with the objective of bringing about an effective equalization of the capacities of all the subregions.

A dedicated staff person should be assigned by SCAG's administration to manage interagency relations and programs. This position would serve under the direction of the Executive Director or the Deputy Executive Director, to coordinate, manage, and nurture the relationships, processes and programs in the SCAG- sub-region arena. This position should also serve as the point person in the relationships and programs of mutual interest with the CTCs and the subregional organizations and councils of governments.



Goal Two—New Partnerships Need to be Encouraged

The Administration Committee of the Regional Council will initiate, support, manage, and complete an inclusive, collaborative effort to create new partnerships with the CTCs, Caltrans and the relevant special districts within the region.

Strategy

1. The Administration Committee shall update the 1979 Memorandum of Understanding (MOU) executed between SCAG, the CTCs and Caltrans in order to achieve consistency with the current legal framework and interagency requirements, while also reflecting a new and mutually supportive relationship.
2. The Administration Committee shall develop a mechanism for inclusion of relevant special districts, including school districts, into the SCAG structure, including participation on SCAG committees and task forces. In addition, SCAG shall seek to engage in ongoing contractual agreements with special districts in order to provide demographic and economic information, as well as other planning support services that assist districts to address regional development issues. All costs associated with these services would be fully recovered.

Goal Three—Enhance Interregional Cooperation

The Regional Council shall work to enhance cooperation and collaboration among contiguous regional planning agencies, as well as relevant state agencies.

Strategy

The Regional Council shall initiate and pursue efforts to reach agreements that underscore the need for regular meetings between the Regional Council and its neighboring regional governing boards and relevant state agencies. The purpose of the regular meetings would be to identify common issues and prepare joint strategies for addressing those issues. While the process may commence with an MOU and an informal structure, it is ultimately desirable to organize these activities through a formalized process, perhaps legislatively mandated, with support from the state.



Goal Four—Improve Public Involvement in the Regional Planning Process

The Regional Council shall develop a framework for inclusive and meaningful public involvement in its planning processes and decision-making and stakeholder partnerships to support implementation of the Regional Council's policies and projects.

Strategy

The Regional Council shall formalize a consultative process with the larger regional community that will provide SCAG with advice on regional issues and trends. The elements of this strategy are twofold.

1. One citizen representative nominated by each subregion and appointed by the Regional Council. These citizen representatives shall go through an application process and be recommended to the Regional Council for appointment. In addition, following the same selection process, the Regional Council shall appoint several individuals (the number to be determined) representing regional organizations interested in regional issues. While the organizations may have permanent seats on this advisory group, all appointed individuals shall be subject to a term limit (the length of tenure to be determined), and may not serve consecutive terms beyond the established term limit policy of the Regional Council.
2. Furthermore, the Regional Council shall appoint regional leaders through a process involving established private sector regional institutions. While organizations may have permanent seats on this advisory group, individuals on the advisory body shall be subject to a term limit (the length of tenure to be determined), and may not serve consecutive terms beyond the established policy of the Regional Council.

The Regional Council shall adopt the roles and responsibilities of these committees. A plan for effective utilization of these committees shall also be submitted to the Regional Council at the same time for approval.

Goal Five—Establish a Role for Native American Tribal Councils

The Regional Council shall develop a means for achieving Native American Tribal Council representation within its regional planning process.

Strategy

To effectuate participation by federally recognized Tribal Councils, SCAG shall create a Native American Tribal Council Advisory Board, which shall include all federally recognized Tribal Councils within the SCAG region. The following options are proposed to organize their participation:

1. The Advisory Board may serve as a standing Native American advisory body to the Regional Council.
2. The Advisory Board could continue to serve as a Native American advisory body to the Regional Council, but it could also select a representative to serve as a voting member on the Regional Council, and thereby assist the Regional Council in making recommendations on the nature of Native American relations with the Council.



V. Regional Planning Needs to be Fostered

Goal One—Create A Comprehensive Plan to Guide Regional Development

The Regional Council shall oversee the preparation of a comprehensive overview of the region's economic, social and environmental future with special attention being given to housing and transportation.

Strategy

SCAG's *Regional Comprehensive Plan and Guide* will be renamed the Regional Comprehensive Plan and updated at regular intervals to reflect the most current information pertaining to all elements of the document. The Regional Comprehensive Plan will emphasize the interdependence and ramifications of the following components of regional development:

- Regional Mobility
- Affordable Housing
- Environment Quality
- Air Quality
- Water Supply and Quality
- Land Use and Land Capacity
- Economic Development
- Open Space and Conservation
- Public Finance

The Regional Council will work to ensure that the findings of the Growth Visioning process are incorporated into the revised Regional Comprehensive Plan. Moreover, the Plan shall serve as a means to focus SCAG's own decision-making. The Plan will allow regional programs and projects to be evaluated in terms of the Plan and its goals. Finally, the Plan should be widely disseminated among the local agencies, key private sector decision-makers and the media so that it is available in different venues to provide useable information regarding the growth and development of the region.

Goal Two—Enhance the Linkage between Regional Policies and Incubator Projects

The Regional Council shall take responsibility to ensure that SCAG will conceptualize and develop incubator projects and assist organizations to implement programs that are consistent with regional goals, policies and plans.



Strategy

The Regional Council shall create a framework capable of providing long-term support to projects for which it has served as an incubator. These programs will be developed in accordance with the regional policies adopted by the Regional Council and ultimately be transferred to the implementing agencies.

SCAG has successfully served as an incubator to a number of important infrastructure projects in the past, such as the Alameda Corridor Project and Metrolink, both of which are now independent operating agencies

To strengthen the incubator concept, a management framework and process shall be developed and adopted by the Regional Council that allows the Council to monitor the evolution of an incubator project and its spin off to an implementing entity that will ensure that the project's continued development is consistent with the regional policies adopted by the Regional Council. This framework shall include a set of processes and procedures, including evaluation and feedback mechanisms, to allow for Regional Council review and monitoring.

Goal Three—Develop a Regional Repository of Data

The Regional Council shall ensure that SCAG creates and operates a regional economic and demographic center, which shall contain accurate and timely information regarding demographic and economic trends occurring throughout the region. The center should be readily available to its partners, the media and the public.

Strategy

SCAG shall continue its efforts to collect, analyze and disseminate accurate information and data to its regional partners. Such information shall be provided to the regional partners at the beginning of each planning cycle, and continue as needed throughout the planning process. SCAG's protocols shall emphasize a bottom-up process, reaching agreements with the subregions on a uniform methodology to be adhered to by SCAG and all its subregions in the data collection, analysis and management.

SCAG shall additionally create the capacity to operate a regional economic and demographic center available to the public for the purpose of:

1. Packaging and selling targeted information and data to specific customer groups or agencies. Efforts associated with data dissemination to the broad market shall be conducted in a manner that ensures full cost recovery.
2. SCAG shall ensure that membership in its technical advisory committees (The Forecasting Technical Task Force and the Data Task Force) continue to include experts who are highly engaged and demonstrate interest in the SCAG planning processes.



In order to manage the cost of implementing this strategy, SCAG should proceed incrementally to achieve the technical mastery required to implement this strategy. Partnering with other agencies should be considered as a means of funding this program as well as providing information on the basis of full cost recovery.



VI. Strategic Planning Is to be an Ongoing Organizational Process

Goal One—Strategic Planning Is a Continuous Process

The Regional Council shall ensure that SCAG's management will practice strategic planning concepts on a continuing basis, including organizational analysis, review of management processes, developing feedback processes and the installation of fiscal control systems.

Strategic planning will be conducted by the Regional Council and SCAG management as a dynamic process, requiring continuous evaluation and tactical modifications, depending upon changing environmental factors and conditions.

Strategy

The Regional Council in collaboration with SCAG's management shall annually review the status of the *Strategic Plan's* implementation at the outset of the annual budget cycle. At the time of the first review of the Strategic Plan a schedule with benchmarks for implementing the plan shall be adopted by the Regional Council. A periodic review is necessary because the regional context for issues is ever changing depending on socio-economic trends, environmental concerns, the changing roles and responsibilities of local and regional institutions and other similar events. Consequently, SCAG must evolve with the environment in which it operates and this necessitates a continuous strategic assessment on the part of the Regional Council and SCAG's management.

